



ECONOMIC DEVELOPMENT DEPARTMENT WORK PLAN

2015-2016





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INTRODUCTION

The City of Chula Vista is located at the center of one of the richest cultural, economic and environmentally diverse zones in the United States. It is the second largest City in San Diego County with a population of 250,000, and a projected population of 330,000 in 2050. Chula Vista boasts more than 50 square miles of coastal landscape, canyons, rolling hills, mountains, quality parks, and miles of trails. Chula Vista is a leader, both nationally and internationally, in conservation and renewable energy, has outstanding public schools, and has been named one of the safest cities in the country.

Chula Vista has made exceptional advances in preparing the City for economic growth and prosperity. The City has established economic development initiatives that have created quality infrastructure, a strong consumer base and a well-educated and experienced workforce. Civic leaders are not stopping there; amassing a large volume of commercial/industrial development lands, pursuing a progressive business and employment investment policy, and completing acquisition and planning of the 375-acre University Park and Innovation District site that will create even greater opportunities for future businesses. The Economic Development Department leads a comprehensive effort to help businesses capitalize on Chula Vista's location, commercial and office space inventory, available land and binational connections.



EXECUTIVE SUMMARY

The work plan focuses on accomplishing three primary objectives for fiscal year 2015-2016; business support, project development and regional collaboration. The first objective is to support our existing and new business community through a variety of projects and programs. The goal of these projects and programs is to provide excellent customer service, accurate information that is relevant to businesses and engage our partners in conversations with our businesses and the brokerage community through one on one and small group meetings.

The second objective will be to continue to participate with city staff on completing important economic development projects located on the Bayfront, Western Chula Vista and Eastern Chula Vista. The projects in these three geographic locations are the future of Chula Vista's tourism, office and commercial clusters.

The final objective will be to collaborate and communicate with the various economic development and development associations in the region and across the border in order to highlight the opportunities available in Chula Vista. It is vitally important that Chula Vista be a part of the regional conversation so that when companies are looking to come to the region or expand within the region the opportunities available in Chula Vista are provided as an option.

The overall focus is to leverage city staff, the community and the region to get the word out on why Chula Vista is the place for companies to locate their business. We will need to be consistent in our performance, offer exceptional customer service, be competitive in our costs and continue to be innovative in our approach to sustainability and becoming a smart city.



ACKNOWLEDGEMENTS

Thank you to all our partners!



SCEDC
South County Economic
Development Council



IRE Development
COMMERCIAL PROPERTIES



Sudberry Properties



M Kevin O'Neill Construction



Mendez
strategy group

Voit

REAL ESTATE SERVICES



SMART BORDER COALITION
San Diego-Tijuana



BALDWIN & SONS



**CITY OF
CHULA VISTA**

ECONOMIC DEVELOPMENT DEPARTMENT
WORK PLAN PROGRAMS



BUSINESS SUPPORT SERVICES

Goal: Outstanding customer service & communication that will attract & retain business



Why is this important?

Assisting new and established businesses to start, grow and succeed is the mission of any Economic Development Department. Our primary focus is to help our business community thrive. The most important business is the one that has already invested in the City. A number of our programs (workshops, training, financial aid, tax rebates, employee recruitment and training) and the programs of our local partners (Chamber of Commerce, Third Avenue Village Association, South County Economic Development Council) are focused on helping Chula Vista businesses succeed, grow, expand and start new businesses. We propose new personalized services (economic development ombudsman at the front counter, staff to assist in understanding codes and procedures) for the small business community to help them get through the regulatory process, find financing and apply for tax credits.

Improve Tenant Improvement Process

A.1

What: Work with the Development Services Department and the continuous improvement team to evaluate and implement counter measures to the tenant improvement plan check process, as recommended in the Chula Vista Business Cluster Study.

When: June 2015 through June 2016.

Metric: 90% of all Tenant Improvements plan reviews are completed on-time.

Benefit: By being consistent in turning projects around on time, the City will allow new businesses to plan appropriately for when they will be able to start their tenant improvements and open for business. Consistency will allow the City to promote its ability to be on time, providing certainty to those looking to invest in our community as well as change the perception that the permitting process is difficult and lengthy. Staff will be able to share case studies where projects have been processed on time and, when required, fast-tracked, so that these examples can be shared with brokers and local and regional business associations.



90%
**On-Time Completion
Rate of Tenant
Improvement Plan
Checks**



BUSINESS SUPPORT SERVICES

Pilot Programs



Third Avenue Building Inspector Pilot Program

A.2

What: Work with Development Services on the development of a pilot program in the Third Avenue Village, that will allow prospective small businesses to get professional advice from the City's Building Inspection Supervisor, to assist them in knowing what tenant improvements will trigger different building code regulations and requirements.

When: June 2015 through June 2016.

Metric: 90% customer satisfaction from both owners and prospective tenants of the pilot program.

Benefit: The building inspector can assist prospective small businesses better understand whether their plans will trigger costly upgrades to the building and electrical systems, allowing them to avoid costly mistakes that might adversely impact their ability to open.



90%
Customer Satisfaction



**Business
Friendly**

90%
Customer Satisfaction

**Permitting
Assistance**



Economic Development Front Counter Technician

A.8

What: Work with the Development Services Department on a pilot program that would provide an economic development employee at the Development Services front counter. This employee would be the first point of contact for new and existing small businesses needing assistance with the various permitting processes. The employee, when not at the counter, would participate in trainings and workshops with our local business associations on the permitting process.

When: January 2016

Metrics: 90% customer satisfaction with pilot program.

Benefit: Create a business friendly environment for new and existing businesses that will help small business owners successfully navigate the permitting process as well as have a point of contact when questions arise during the review process.



BUSINESS SUPPORT SERVICES

Partnerships



FREBE Program **A.7**

What: Continue to implement the City's Free Energy Resource and Energy Business Evaluation (FREBE) program, providing businesses with a free evaluation of their energy and water usage.

When: Weekly.

Metric: Conduct 15 FREBE meetings per week.

Benefit: Provide small businesses with general information on energy and water efficiency as well as incentives/ rebates available through local energy and water providers. In conjunction with site visits to ensure that each business has a point of reference for businesses resources in the Economic Development Department.



60
FREBE
Evaluations per
Month

Utility Providers **Contact List**



Work with Utility Providers to Provide Timely Utility Information **A.5**

What: The 2013 Business Cluster Study noted that access to timely utility information was an area that needed improvement. Staff will work with utility providers (SDG&E, Cox Communications AT&T Communications, Sweetwater District, and Otay Water District) to obtain contacts and commitments to attend meetings when recruiting new businesses.

When: December 2015

Metrics: Contact list of key staff members who provide rapid response to utility information requests.

Benefit: Utility information is one of the key considerations in locating or expanding a business. The development of contact people and regular communication with these staff members will improve the City's ability to provide timely responses to new businesses.



BUSINESS SUPPORT SERVICES

Partnerships



Small Business Workshops

A.9

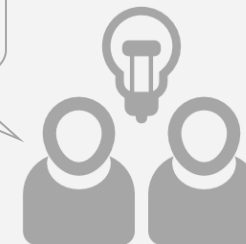
What: Participate in workshops and trainings for small businesses with the Chamber of Commerce and Third Avenue Village Association to assist new and existing small businesses. Partner with Small Business Development Center (SBDC), Small Business Administration (SBA), South County Economic Development Council (SCEDC) and other resource organizations to provide businesses with the resources they need.

When: June 2016.

Metrics: Participate in 4 workshops with our partners, 2 of which we will host.

Benefit: Assist partners in providing free or low cost trainings to small businesses on providing excellent customer service, tax preparation advice, and information on workers compensation laws, health care laws and City permitting processes.

Host 2
SB Workshops
in 2016



New & Existing
Small Business
Assistance

Introduction Letter
to Every New
Business



Business Introduction Letter

A.6

What: Send a letter, on behalf of the City of Chula Vista, the Chula Vista Chamber of Commerce, South County Economic Development Council (SCEDC) and the Third Avenue Village Association, informing every new and existing business of the collective services offered.

When: Begin prior to December business license renewal season.

Metrics: Provide letter to every business license holder in the City of Chula Vista.

Benefit: The letter will provide every business with contact information and a list of services provided, so they know who to call when they need business assistance.



BUSINESS SUPPORT SERVICES

Meetings



CEO Round Tables

A.11

What: The 2013 *Business Cluster Study* recommended the City host CEO Round Tables, with anchor businesses, to strengthen relationships and get input from them as to industry trends, market opportunities, business climate and specific needs for their growth. The intent of CEO Roundtables is to listen to the CEOs and also thank them for being key stakeholders in the Chula Vista community.

When: Annually.

Metrics: Hold a roundtable event.

Benefits: Annual CEO Roundtable provides a venue to get input on industry trends, market opportunities, business climate, and specific needs for their growth. It also provides an opportunity for staff to present the status of developments, programs and services available at the City.

Commercial Real Estate Broker Roundtables

A.12

What: The 2013 *Business Cluster Study* recognized the importance of the commercial real estate brokerage community in conveying the opportunities available in the City. Staff proposes to hold round table sessions with brokers to present the status of development projects, programs and services available at the City.

When: Semi-annually.

Metrics: Hold two broker roundtable events, including one tour of Chula Vista's development sites located along Third Avenue.

Benefit: Brokers are often the first one to know if a business is looking for new space or are leaving their existing space. They represent the first point of contact for most businesses and a strong relationship with this industry is important because of their ability to influence the decisions of businesses on the site selection process.

CEO Annual
Roundtable

Be the #1 Point of
Contact

Commercial
Broker Roundtable





BUSINESS SUPPORT SERVICES

Meetings



One-on-one Business Meetings

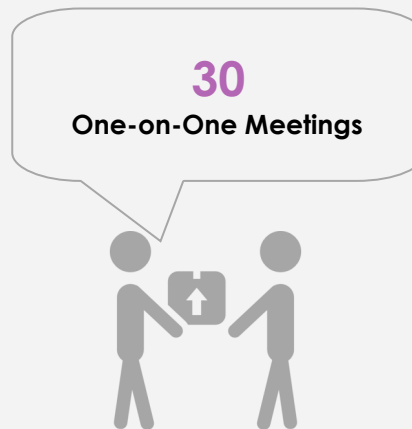
A.10

What: The 2013 Business Cluster Study recommended the City conduct business outreach meetings with key industry clusters and to call on them at least once a year at their facilities. Staff will prepare a survey questionnaire and schedule meetings with businesses who are anchor and target industry clusters. The meetings will allow staff to introduce appropriate City staff to these businesses, like the Development Services Director, and to supply them with information on the services the City and our partners can provide. The survey will document the type of business, where they see their industry going and what needs they might have in order to maintain profitability and to expand and/or relocate their business.

When: Begin January 2016.

Metrics: Meet with 30 employers.

Benefit: When businesses are looking to locate in our community, they often talk to other businesses to understand the business environment. A concentrated effort to do outreach to the City's anchor and target industries, with our partners (TAVA, the Chamber and SCEDC), will show that the City cares about our businesses.





BUSINESS SUPPORT SERVICES

Studies



Permit Fee Study A.4

What: The 2013 Chula Vista Business Cluster Study identified that there was a perception that fees in Chula Vista are higher than other cities in the region. Staff will conduct a fee study to identify how Chula Vista compares with the region on all business fees (permit fees, Tenant Improvement fees, and business license fees).

When: Summer 2015

Metrics: Complete fee study.

Benefit: To be able to definitively state where Chula Vista compares with the region so that businesses will know the facts and can better understand the cost of doing business here in the city in comparison to other cities in the region.

**Complete
Permit Fee Study to
Compare with the
Region**



**Complete
Workforce Study to
Understand Our
Labor Force**



Chula Vista Workforce Study A.5

What: The 2013 Chula Vista Business Cluster Study identified that there is a lack of documentation on the workforce available in Chula Vista. Staff will prepare a Labor Force Study of Chula Vista to document the City's labor force and employment patterns.

When: June 2016.

Metrics: Complete labor force study.

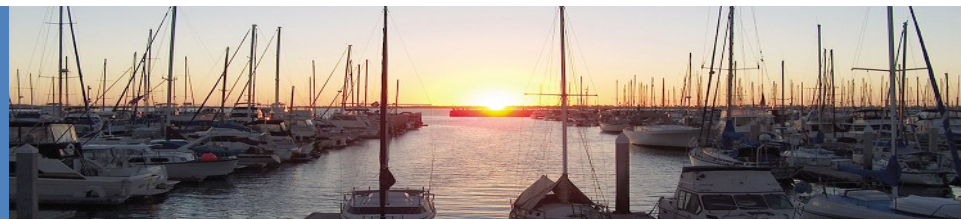
Benefit: Labor, workforce and commuter data is a key factor in determining where to locate a business. The Labor Force Study will document the existing workforce and commuter patterns to assist existing and future businesses.

ECONOMIC DEVELOPMENT DEPARTMENT
WORK PLAN PROJECTS



BAYFRONT

Goal: Attraction of Tourism Clusters



Why is this important?

The Chula Vista Bayfront Master Plan is Southern California's largest waterfront development opportunity at 535 acres (Appendix A). The Bayfront will offer panoramic views from Baja California to San Diego, and across the San Diego Bay. With proximity to both Baja California and San Diego, the Bayfront will supply a unique bi-cultural tourist opportunity for South San Diego County. The Bayfront project includes the future development of 3,100 new hotel rooms, 415,000 square feet of conference meeting space, 1,500 new high-rise residential units, 225,000 waterfront visitor serving retail and 750,000 new office and commercial space. The following projects are being pursued to implement the Chula Vista Bayfront Master Plan.

Bayfront Hotel and Conference Center

B.1

What: Negotiate an option to lease, with the RIDA Development Corporation, for the development of a hotel and conference center.

When: February 2015 through June 2016.

Metric: (1) Financing plan and related agreements presented to the Port of San Diego and Chula Vista City Council; (2) Execution of RIDA's option to lease agreement.

Benefit: Temporary and full time jobs, transient occupancy tax, property tax and sales tax revenue.

Residential Development

B.2

What: Negotiate a Development Agreement, with Pacifica Companies, for the development of 1,500 residential units, 250 hotel rooms and 420,000 square feet of mixed use commercial space.

When: August 2014 through December 2015.

Metric: Submit to the City Council for approval of the development agreement and issuance of a coastal development permit.

Benefit: Temporary and full time jobs, transient occupancy tax, property tax and sales tax revenue.

Hotel Development

B.3

What: 300 room hotel development on the corner of Bay Boulevard and E Street.

When: March 2015 through June 2016.

Metric: Submit Local Coastal Plan Amendment to Coastal Commission by June 2016.

Benefit: Temporary and full time jobs, transient occupancy tax, property tax and sales tax revenue.

H St and Marina PW Retail Development

B.4

What: Solicitation of interest for 225,000 square feet of retail development opportunity located along H Street and Marina Parkway.

When: January 2015 through June 2016.

Metric: Port District enters into either an exclusive negotiating agreement or option to lease agreement.

Benefit: Temporary and full time jobs, property tax and sales tax revenue.



WESTERN CHULA VISTA

Goal: Attraction, Retention and Expansion of Residential and Commercial Uses

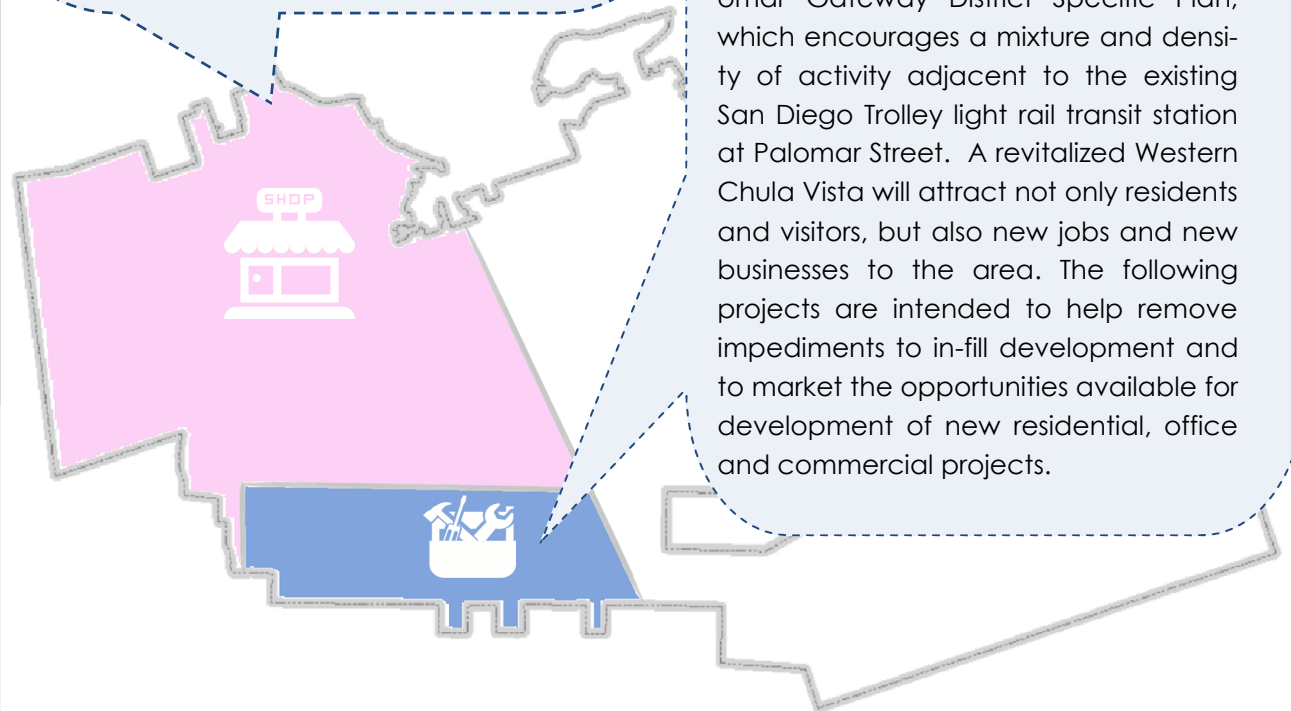


Why is this important?

Western Chula Vista, the area generally west of Interstate 805, is composed of the northwest and southwest communities. Revitalization of Western Chula Vista will create and support market demand for new higher-density residential uses that provide housing opportunities for employees in the City's expanding job clusters. Existing and new retail goods and services in Western Chula Vista will provide more urban, community-scale shopping and dining opportunities. Revitalization of Western Chula Vista also prioritizes the attraction, retention and expansion of existing and new commercial office and industrial uses that provide a diversity of employment opportunities, further creating new housing and retail market demand.

Northwest includes established residential neighborhoods and the Urban Core Specific Plan (UCSP) area. The UCSP provides the framework to allow in-fill mixed use and high-density development along major transportation corridors. This area, envisioned to be the "heart" of the community, where people gather to enjoy special events, farmers markets, more walkable tree-lined streets, cafes with outdoor dining, and plenty of eclectic shopping.

Southwestern Chula Vista primarily encompasses the Montgomery community, which was annexed into the City in 1985. Southwest Chula Vista has stable residential neighborhoods, as well as a mix of commercial and industrial districts. The City recently adopted the Palomar Gateway District Specific Plan, which encourages a mixture and density of activity adjacent to the existing San Diego Trolley light rail transit station at Palomar Street. A revitalized Western Chula Vista will attract not only residents and visitors, but also new jobs and new businesses to the area. The following projects are intended to help remove impediments to in-fill development and to market the opportunities available for development of new residential, office and commercial projects.





WESTERN CHULA VISTA Cont.



Western Community Facilities District C.1

What: Form a Community Facilities District (CFD) in Western Chula Vista that allows new development, located in commercial, industrial and high density residential areas, to defer payment of development impact fees.

When: February 2015 through October 2015.

Metric: CFD ordinance presented to the City Council by October 2015.

Benefit: Lower equity requirement for new projects thus allowing construction financing to be secured.

Third Avenue Village Association Property Based Improvement District C.2

What: Extend property based improvement district (PBID) for Third Avenue Village, due to expiration in June 2016, and enter into implementing agreement with TAVA.

When: April 2015 through November 2015.

Metric: Present resolution supporting the extension of PBID and implementing agreement.

Benefit: The PBID provides additional revenue from property owners, which is used to pay for the enhanced maintenance of the Third Avenue District.

Gateway Phase III Credit Tenant Attraction C.3

What: Assist property owner in attracting credit tenant(s) to the 110,000 square foot Gateway Phase III Class A office space.

When: September 2015 through June 2016.

Metrics: Phase III construction drawings submitted to City.

Benefit: Temporary and full time jobs, property tax and sales tax revenue.

Chula Vista Auto Park Dealer Attraction C.4

What: Attract new automobile dealership(s) to the Chula Vista Auto Park.

When: May 2015 through June 2016.

Metric: Design review application submitted to City for new dealership(s).

Benefit: Temporary and full time jobs, property tax and sales tax revenue.

Re-position Chula Vista Golf Course C.5

What: Re-position Chula Vista Golf Course due to current lease expiring June 2016. The Billy Casper designed 18-hole course is an important amenity to Chula Vista residents, businesses and tourism.

When: June 2015 through June 2016.

Metrics: Complete market study and RFP process.

Benefit: Enhance and maintain a City owned amenity that is an attractive recreation option available to tourists, hotel guests, businesses and residents. Provide an amenity available to the RIDA development.



EASTERN CHULA VISTA

Goal: Attraction of Tourism, Commercial and Industrial Development

Why is this important?

Eastern Chula Vista is home to approximately 135,000 people in 40,000 residential units, as well as the Olympic Training Center and the Sleep Train Amphitheatre. During the next 10 years, land availability in Eastern Chula Vista will justify major public and private capital investment to support future development. These developments include new institutional, residential, commercial, and industrial uses. All of which will grow existing and emerging job clusters, while creating a balanced and sustainable mix of land uses and employment centers.

The City of Chula Vista is a leader in innovation and is committed to attracting a future four-year *University and Innovation District*. The proposed educational and business format is design to engage students, faculty and corporations in the creation and application of knowledge that will spur innovative economic, social and cultural development.

Immediately adjacent to the University and Innovation District site is the *Millenia Project*. Phase I is currently underway developing hundreds of new single and multi-family residential units. Phase II site preparation work is expected to begin in early 2016, making way for new retail, hotels and office development.

North of Millenia is the *Eastlake Business Park*, developed to provide a quality working environment in conjunction with nearby residential and commercial land uses. The businesses envisioned for this area include modern industrial, research and administrative facilities, and limited service commercial uses. The following projects are focused on assisting our existing property owners to market their development opportunities and move forward the work on attracting quality institutions of higher education and tenants for the future Innovation District.



University and Innovation District



375 Acres

Four-year University & Innovation District

2.2 Million Square feet

Research & Commercial Development

20,000 Students

Millenia Project



207 Acres

Millenia Project

3.4 Million Square feet

Commercial & Research Development

3,000 Residential Units

Eastlake Business Park



3,200 Acres

Master Planned Community

180 Acres

Industrial Land



EASTERN CHULA VISTA Cont.



University 501(c) 3

D.1

What: Prepare formational documents for the University 501(c) 3 Partnership and Land Trust.

When: June 2015 through January 2016.

Metric: Submit to the State for approval of a new University 501(c) 3 and Land Trust.

Benefit: Recruitment of independent organization that can accept philanthropic funds for the development of the University and Innovation District.

University and Innovation District Request for Interest

D.2

What: Secure a development partner for the University and Innovation District project.

When: February 2016 through June 2016

Metric: Submittal of Request for Interest from development partner.

Benefits: Initial step in defining vision and soliciting interest from national higher education institutions and innovation district developers and tenants.

Millenia and Eastlake Business Park Attraction

D.3

What: Assist owner in the solicitation of credit tenant(s) to occupy office and commercial buildings in Millenia and the Eastlake Business Park.

When: June 2015 through June 2016.

Metrics: Certified sites (Appendix 2) by site selector for office/commercial tenant(s).

Benefits: Certified sites, by a site selector, increases the visibility of sites to regional and national companies looking for locations in Southern California. Temporary and full time jobs, property tax and sales tax revenue.

Hotel Attraction

D.4

What: Assist owners in the solicitation and development of hotel projects within the Eastlake Business Park, Millenia and along Olympic Parkway and Eastlake Drive.

When: June 2015 through June 2016.

Metrics: One hotel under construction and at least one more under design review.

Benefits: Temporary and full time jobs, transient occupancy tax, property tax and sales tax revenue.

Eastlake Business Park Conditional Use Permit Study

D.5

What: The 2013 *Business Cluster Study* indicated that within the Eastlake business park, there are uses that have been allowed to operate under a conditional use permit (CUP) that has deterred manufacturing companies from locating in the business park. We will work with the Development Services Department to analyze the number, type and location of these businesses. We will discuss these findings with a site selector, and identify what counter measures should be taken to make the business park marketable to industrial users.

When: June 2015 through June 2016.

Metrics: The number, type and location of businesses with a CUP. Make the Eastlake Business Park a certified site by site selectors and brokers.

Benefits: Temporary and full time jobs and sales tax revenue.

ECONOMIC DEVELOPMENT DEPARTMENT
WORK PLAN COLLABORATION



REGIONAL COLLABORATION

Goal: Leverage regional relationships to inform the region of the opportunities available in Chula Vista



Why is this important?

The best work gets done when people collaborate. To strengthen regional accountability and sustainable development within the region, collaboration with regional partners is essential. Businesses are more willing to invest in a region when communities work together and understand its neighboring jurisdictions as well as its own unique assets. Chula Vista can boost its economy, in both the short and long term, by implementing a coordinated and collaborative approach, with a specific focus on engaging neighboring communities, trade associations, regional economic development organizations and the private sector. The 2013 Business Cluster Study identified a number of organizations the City could partner with in order to proactively market the opportunities available in Chula Vista. A coordinated sustainable economic strategy can guide Chula Vista in creating a culture of stewardship, innovation and action that can lead to prosperity and future economic gains. The goal is to educate every Chula Vista resident, business, business association and all of our regional partners on the opportunities available so that everyone can help market our City as the best opportunity for investment.

Collaboration with regional partners is essential to strengthen regional accountability and sustainable development within the region.





REGIONAL COLLABORATION Cont.



South County Economic Development Council Partnership

E.1

What: As a member of the South County Economic Development Council (SCEDC¹), staff will attend the SCEDC business site visits and invite SCEDC staff to participate in its business outreach meetings and meetings with new businesses coming to the City. The City will also continue to collaborate on other business outreach events.

When: Attend monthly board meetings, bi-weekly update meetings and monthly meetings with City Manager.

Metric: Attend 70% of all business outreach meetings with SCEDC.

Benefit: Collaboration with SCEDC provides staff with more opportunities to meet and work with local businesses as well as to participate in the promotion of South County as a place to locate new industry.

1. The South County Economic Development Council (SCEDC) is a non-profit organization formed by a group of South San Diego County business and community leaders, to promote education and encourage economic development in the South San Diego County Region. The South San Diego County includes; Chula Vista, Coronado, Imperial Beach, National City, San Diego, San Diego County, and the Port of San Diego. SCEDC also works with the northern portion of Baja California in the cities of Tecate, Tijuana, Mexicali and Rosarito. SCEDC focuses on encouraging private investment, promoting diversified residential and business development, serving as an advocate for the area's public and private interests, and promoting binational business growth.

San Diego Regional Economic Development Corporation Partnership

E.2

What: The 2013 *Business Cluster Study* recommended that the City partner with organizations like the San Diego Regional Economic Development Corporation (SDREDC²) to promote the opportunities available in Chula Vista. Chula Vista will become a member and participate in board meetings, economic development subcommittees and initiatives to promote Chula Vista.

When: Attend 75% of monthly board, subcommittee meetings and business development industry events.

Metrics: Become a board member and attend all board and subcommittee meetings.

Benefit: Collaboration with the SDREDC provides City staff the opportunity to meet and work with regional businesses leaders, and participate on regional, national and international business attraction initiatives.

2. San Diego Regional EDC is a nonprofit corporation funded by more than 150 companies and public partners committed to enhancing regional prosperity. The SDREDC's network of partners makes its operations most effective as they work to spur job growth across critical sectors within our economy. The SDREDC investors and partners include San Diego's largest corporate employers, philanthropic organizations and non-profits, research institutes, and leading universities. The SDREDC also implements programs to help retain businesses, and lead efforts to bring new investment and new companies to the region.



SCEDC
South County Economic
Development Council



SAN DIEGO REGIONAL ECONOMIC DEVELOPMENT CORPORATION



REGIONAL COLLABORATION Cont.



Urban Land Institute San Diego-Tijuana Partnership

E.3

What: The 2013 Business Cluster Study recommended that the City participate in organizations, like the Urban Land Institute (ULI), to promote the opportunities available in Chula Vista. Currently, staff is actively involved in ULI. The City Manager is a member of the National Product Council for University Development and the Interim Director of Economic Development is on the board of the local ULI San Diego-Tijuana chapter as a member of its management committee and is also co-chair of the revitalization and reuse local product council.

When: Attend monthly board, subcommittee meetings and business development industry events.

Metrics: Attend 90% of all board and subcommittee meetings.

Benefit: Collaboration with ULI provides staff the opportunity to meet and work with businesses leaders locally, nationally and internationally.

3. ULI is a 501(c)(3) nonprofit research and education organization supported by its members. Founded in 1936, ULI now has more than 33,000 members worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. A multidisciplinary real estate forum, ULI facilitates an open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places.



Clean Tech San Diego Partnership

E.4

What: Participate as a Board Member of Clean Tech San Diego (CTSD). CTSD is a nonprofit member organization that positions the greater San Diego region as a global leader in the clean tech economy. CTSD fosters collaborations across the private-public-academic landscape, leading advocacy efforts to promote clean tech priorities, and encouraging investment in the San Diego region.

When: Attend bimonthly board meetings and business development industry events.

Metric: Leverage our relationship to partner with CTSD partners on the development of a Bayfront energy infrastructure and to help define a scope of work for a citywide Smart City initiative.

Benefit: Participation at meetings and events provides access to leaders in clean tech industry and provides opportunities for business attraction and investment in Chula Vista. Further, working with CTSD and their partners on the Smart City initiative will assist Chula Vista promote and expand its clean tech industrial clusters.



REGIONAL COLLABORATION Cont.



California Association for Local Economic Development Partnership

E.5

What: The City became a member of the California Association for Local Economic Development (CALED4) in the fall of 2014 as a member of its Brownfield Committee.

When: Attend quarterly board meetings and business development industry events.

Metrics: Attend 75% of all board meetings.

Benefit: CALED works hard to advocate on behalf of its members by providing a voice at the state level. Each year, CALED monitors legislation impacting economic development and adopts legislative priorities to further the mission of economic development practitioners. CALED supports its members through information, technical assistance, training, education, and research.

4. CALED has grown to over 800 members, representing cities, counties, state and federal agencies, economic development corporations, and the private sector. Supportive research includes data development and analysis, modeling, and policy analysis. Specific projects focus on sustainable development, regional competition, financing, and technological support for economic development.



Team California Partnership

E.6

What: The 2013 *Business Cluster Study* recommended the City join Team Californias as one of their Executive Board Members. The City will attend three tradeshows in key industry clusters (Advanced Manufacturing; Health & Wellness Services; Headquarters & Administrative Offices) and participate in monthly meetings and conference calls.

When: On-going.

Metric: Obtain a minimum of 10 qualified leads from each trade show (e.g., new business attraction).

Benefit: Team California provides a cost effective avenue for Chula Vista to build relationships with site selectors, corporate real estate executives and the site selection media by participating in tradeshows and advertising in targeted publications.

5. The Team California Economic Development Corporation is governed by a board of directors consisting of 33 representatives from each of the State's ten economic development marketing regions, state government agencies, utilities, local workforce investment boards and colleges and universities. Team California provides assistance to companies and site selection professionals engaged in site selection for new or expanding business facilities.





BINATIONAL COLLABORATION

Goal: Establish binational relationships to attract businesses with a presence in Chula Vista and Baja California.



Why is this important?

Collaboration with BiNational organizations is essential to attracting businesses in both Chula Vista and Tijuana. The 2013 Business Cluster Study identified Tijuana as a location that is expected to triple its gross domestic product by 2025 because U.S. manufacturers are beginning to consider bringing production back to the United States or closer locations. Chula Vista and Tijuana share similar industry clusters and having a synergistic relationship helps create a unique selling proposition for target clusters on the opportunities available on both sides of the border.



"40 mega-regions account for two-thirds of global economic output and more than 85% of all global innovation"

Richard Florida, WSJ

Program F.1

Memorandum of Understanding with Tijuana Economic Development Corporation

What: The 2013 Business Cluster Study recommended the City enter into a Memorandum of Understanding with the Tijuana Economic Development Corporation (EDC) to define our cooperative relationship. The MOU will include ongoing outreach with Tijuana EDC to attract new businesses at various events and conferences.

When: Monthly board meetings.

Metric: Submit MOU to the City Council for approval by June 2016.

Benefit: Participation at meetings and events provides opportunity to bring awareness to Chula Vista as a key player in the Cali-Baja Mega Region.

27

Binational
Manufacturing
Companies



700

Avg Engineering
Graduates per Year
in Tijuana



2 Million

Combined
Population
CV & Tijuana





BINATIONAL COLLABORATION

Cont.



Program F.2

Attend Binational Conference and Events

What: Attend binational conferences and events to foster binational relationships. Continue to bring awareness to Chula Vista's new development projects and opportunities by presenting at different binational board meetings (Tijuana EDC, CDT, Smart Border Coalition, SDR Mexican Business Center, SEDETI).

When: June 2015 through June 2016.

Metric: Attend 12 conferences and events annually.

Benefit: Increase awareness about new development projects (Bayfront, University & Innovation District, Millenia etc) to increase investment and attract new opportunities.

Program F.3

Participate with the Urban Land Institute San Diego-Tijuana BiNational Committee

What: Attend and participate in the Urban Land Institute (ULI) Binational Committee.

When: June 2015 through June 2016.

Metric: Join ULI BiNational Committee and attended 6 meetings annually.

Benefit: ULI Binational Committee is focused on enhancing the connection between San Diego and Mexico to increase binational participation in the San Diego-Tijuana District Council. Participation will allow us to network with professionals that are interested in strengthening binational ties and working together to bring awareness to the region.

Program F.4

Friendship Agreement with the City of Tijuana

What: Explore the benefits of developing a Friendship Agreement with the City of Tijuana that would establish stronger relationships between the two cities.

When: June 2016.

Metric: Define the benefits of a friendship agreement for consideration by the City Council.

Benefit: Enable Chula Vista to have a closer relationship with the City of Tijuana giving access to the Binational Region and increasing opportunities for partnership.

Program F.5

Host Binational Bus Tours

What: Host binational bus tours to Mexico and Chula Vista in which we invite the Mayor, City Manager, Chula Vista Chamber of Commerce, South County EDC, San Diego Regional EDC, interested businesses, among other partners to tour either city. Bring awareness to the San Diego-Baja California region so that key players in San Diego and Baja California are aware of Chula Vista's support for binational engagement.

When: Annually.

Metric: Hold 2 tours annually.

Benefit: Bring awareness to the collaboration between Chula Vista and the Cali-Baja Mega Region as well as providing opportunity for Chula Vista businesses and partners to work binationally.

APPENDIX 1



COMMUNITY PROFILE

Why is this important?

The City of Chula Vista has a vibrant, young, and diverse population projected to grow 30% over the next 35 years (SANDAG Regional Growth Forecast). This population spurt is due to the increase in available housing within Chula Vista. It is estimated that by 2050 there will be a 27% increase in available housing from 78,000 units to 106,999 total units (SANDAG).



49,000
2014 Single
Family Units



31,000
2014 Multi-
Family Units



80,000
2014 Total
Housing Units

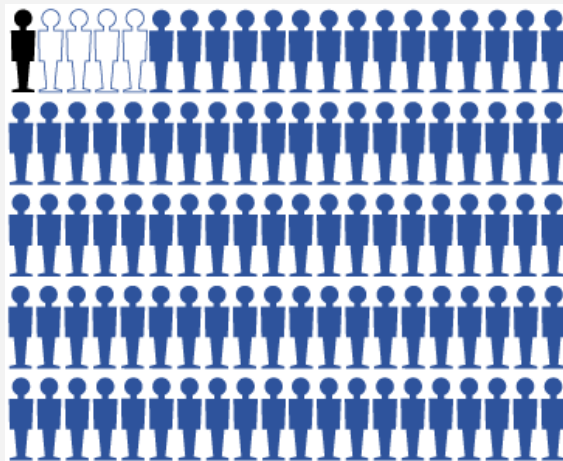


SANDAG 2050 Regional Growth Forecast.

254,740
2014 Population

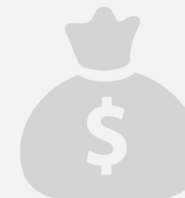
288,978
2030 Population

330,049
2050 Population



SANDAG 2050 Regional Growth Forecast.

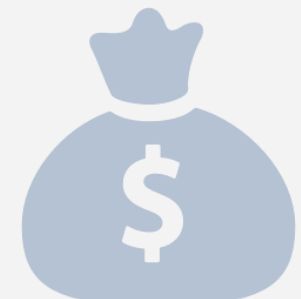
MEDIAN HOUSEHOLD INCOME



27%
\$0 - \$34,999



43%
\$35,000 - \$99,999



30%
\$100,000 - \$200,000+

Esri Demographic and Income Report 2014.

APPENDIX 2



EMPLOYMENT & BUSINESS TRENDS

Why is this important?

In 2013 Chula Vista conducted a Business Cluster Analysis which identified six key industries. These industries are what drive the City's economy and are elemental to the overall wellbeing of our community.



9,014

Chula Vista
Businesses in
2014



58,301

Employees in
Chula Vista
(2014)



Chula Vista Employment Growth by Sector EDD (2011-2014)

Key Industry Sectors	Change
Administrative and Support	29.50%
Health Care and Social Assistance	23.30%
Professional, Scientific, and Technical Services	16.90%
Information	10.50%
Educational Services	6.90%
Manufacturing	0.80%

San Diego County Industry Employment Projections EDD (2022 Projections)

Industry Sectors	Change
Educational Services	36.20%
Professional, Scientific, and Technical Services	34.20%
Administrative and Support	24.70%
Health Care and Social Assistance	22.90%
Information	15.10%
Manufacturing	-1.20%

APPENDIX 3



CERTIFIED SITES



Why is this important?

Certified sites give companies the one thing that everyone wants today — more time.

Site certification remains one of the most effective site marketing tools for economic development professionals desiring to create a competitive advantage in successfully locating companies. Certifying sites confirms site readiness, ranging from soil testing and entitlements to the installation of necessary infrastructure and utilities. This site readiness creates a benefit in the site selection process as it leverages job creation and attracts capital investment.







For corporations desiring to locate facilities, access to certified sites presents a unique site screening advantage that reduces overall site location risk, saves time, and reduces site development costs.

These pre-qualified sites can be a big incentive for companies, especially those looking to move quickly on getting a new facility up and running. Working with a certified site that is “shovel-ready” can shave months off of a development schedule. That time-savings is a valuable commodity.

A critical tool for successfully locating projects, leveraging job creation and attracting capital investment.



APPENDIX 4 PROJECTS & PROGRAMS

AREA	GOAL	April-June '15	July-Sept '15	Oct-Dec '15	Jan-March '16	April-June '16
A. BUSINESS SUPPORT PROGRAMS 	A1. Tenant improvement Plan Check Process					
	A2. Building Inspector Supervisor Site Visits					
	A3. Business Ombudsman					
	A4. FREBE Program					
	A5. Utility Provider Team					
	A6. Small Business Workshops and Trainings					
	A7. New Business Introduction Letter					
	A8. CEO Roundtable					
	A9. Broker Roundtable					
	A10. Key Industry Business Meetings					
	A11. Permit Fee Study					
	A12. Labor Market Study					
B. BAYFRONT PROJECTS 	B1. RIDA Development Corp. Hotel/ Conference Center					
	B2. Development Agreement w/ Pacifica Companies					
	B3. Bay Blvd & E St Hotel					
	B4. H St & Marina Pkwy Retail Development					
C. WESTERN CV PROJECTS 	C1. CFD					
	C2. PBID extension					
	C3. Gateway Phase III Office Space					
	C4. New Automobile Point at Chula Vista Auto Park					
	C5. Chula Vista Golf Course Market Study & RFP					
D. EASTERN CV PROJECTS 	D1. University 501(c)3 Documents					
	D2. Request for Interest of University & Innovation District					
	D3. Office & Commercial Space (Millenia & Eastlake Bus. District)					
	D4. Hotel Development (EBP, Milliena, V12)					
	D5. Eastlake Business Park CUP's					
E. REGIONAL COLLABORATION PROGRAMS 	E1. South County Economic Development Council					
	E2. San Diego Regional Economic Development Corporation					
	E3. Urban Land Institute					
	E4. Clean Tech					
	E5. California Association for Local Economic Development					
	E6. Team California					
F. BI-NATIONAL COLLABORATION PROGRAMS 	F1. MOU w/ Tijuana Economic Development Corporation					
	F2. Bi-National Conferences & Events					
	F3. Urban Land Institute Bi-National Committee					
	F4. Friendship Agreement w/ City of Tijuana					
	F5. Bi-National Bus Tours					